

# **CANAMEX: A CASE STUDY IN TRADE CORRIDOR DEVELOPMENT**

Presented by Carol Sanger, Executive Director, CANAMEX Corridor Project

Arizona Department of Transportation

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In this paper, I will trace the development of the CANAMEX Corridor to illustrate what it means to develop a trade corridor, and what has worked and not worked in the last ten years. In the course of describing what we are doing and why we are doing it, it is my hope that there are useful lessons for other corridors and/or regions of the country.

The paper is divided into the following sections:

- I. Introduction
- II. CANAMEX Region
- III. Development of the CANAMEX Corridor
- IV. CANAMEX Corridor Plan
- V. Challenges to Corridor Development
- VI. Summary and Conclusions

Attachments to this paper are:

- 1. Project Overview
- 2. Memorandum of Understanding-Revision 1
- 3. Transportation Equity Act for the 21<sup>st</sup> Century Sect. 1118/1119
- 4. Timeline

## **I. Introduction**

Recently, I was asked by a colleague to define the performance measures I was using to guide the development of the trade corridor. It was a good question. What should the performance measures be to evaluate progress in the development of an international trade corridor, one that has been a work in progress for the last ten years?

If the performance measures are to track progress over the next six to twelve months (which would correlate to the development of the Corridor Plan), then they would logically be related to plan development, project definition and identification of funding resources. However, if they can be extended ten or twenty years (which is more relevant to evaluate changes in the trade corridor itself), then the measures would be related to trade volume, performance of the region's infrastructure, patterns of investment, availability of trade related services, efficiencies relative to other corridors and equalized for extra-regional economic factors.

The practical matter is that we are challenged to combine the two for the purposes of reporting on the success of the Corridor and justifying budget requests.

I believe that the true test of CANAMEX success lies within its effectiveness as a regional planning framework. Do the CANAMEX states and stakeholders keep coming back into the room because:

- a. They are told they have to?
- b. There is money on the floor?
- c. In so doing, worthy projects that support Corridor efficiency are facilitated?

In 1993, Arizona undertook its *Trade Corridor Study* that supplied the initial economic justification for the development of the CANAMEX Trade Corridor through Arizona. It also defined the CANAMEX route from Nogales to Phoenix to Las Vegas, instead of the more direct, but more costly route through Page. Most significantly, this study established CANAMEX as more than just a “line on the map”. It framed the economic opportunities that accrue with sound corridor development.

The mission statement for the CANAMEX corridor is embedded in the definition of a trade corridor itself.

“A trade corridor is a geographically designated area that facilitates the national and transnational movement of goods, services, people and information. If successfully developed and implemented, such a corridor would activate and accelerate economic activity throughout the corridor and surrounding areas.”<sup>1</sup>

Within the CANAMEX region, the development of CANAMEX as a trade corridor has always been about more than the simple movement of goods. By including services, people and information, it anticipated the rise in the importance of telecommunications infrastructure in achieving these goals.

The study went on to define the key components of a viable trade corridor as:

“...(1) a well developed physical infrastructure, including highways, rail, air and sea linkages, and ports of entry; (2) an established commercial infrastructure and appropriate trade incentives, including distribution and warehousing facilities, foreign trade zones, and a harmonized regulatory environment; (3) a regionally integrated technological infrastructure, including corridor-wide trade databases and electronic bulletin boards; (4) business and professional expertise, including customs brokers, freight forwarders, and international sophisticated accountants, attorneys, consultants, and academicians; and (5) well developed social, political and business linkages throughout the trade corridor.”<sup>2</sup>

These definitions contrast with the linear definition of Corridor 26 (CANAMEX) in the National Highway Designation Act of 1995, which reads:

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<sup>1</sup> Arizona Trade Corridor Study, August 16, 1993. Page 2

<sup>2</sup> Ibid.

“(26) The CANAMEX Corridor from Nogales, Arizona, through Las Vegas, Nevada, to Salt Lake City, Utah, to Idaho Falls, Idaho, to Montana, to the Canadian Border as follows:

(A) In the State of Arizona, the CANAMEX Corridor shall generally follow-

- (i) I-19 from Nogales to Tucson;
- (ii) I-10 from Tucson to Phoenix; and
- (iii) United States Route 93 in the vicinity of Phoenix to the Nevada Border.

(B) In the State of Nevada, the CANAMEX Corridor shall follow-

- (i) United States Route 93 from the Arizona Border to Las Vegas; and
- (ii) I-15 from Las Vegas to the Utah Border

(C) From the Utah Border through Montana to the Canadian Border, the CANAMEX Corridor shall follow I-15. “<sup>3</sup>

More than anything else, it has been the 1993 definition of a trade corridor and its related components that have helped guide the thinking of what CANAMEX is and should be.

Recently, the vision of CANAMEX was updated by the multi-state CANAMEX Corridor Coalition at their quarterly meeting in Idaho Falls<sup>4</sup>. At that time, they adopted the vision of CANAMEX as the Corridor of Innovation. This is manifested in three distinct areas:

- ◆ **Safe and efficient multi-modal transportation networks.** This recognizes that an integrated system of air, rail and roads is necessary to support US economic activity now and into the future.
- ◆ **Enhanced global competitiveness.** When CANAMEX was first being discussed, the goal was to facilitate trade along a north-south axis within the NAFTA region. This is no longer enough. Today, our markets are global. Our region must compete with Europe, Asia and Latin America.
- ◆ **Commitment to maintain and improve the region’s quality of life.** For those of us who live here and those who visit, CANAMEX is a unique region with some of the most extraordinary natural destination tourist venues in the world. We also have significant environmental challenges in terms of air quality, water use and superfund sites. This must be considered as part of the development conversation.

## II. CANAMEX Region

The CANAMEX region correlates with the nation’s inter-mountain west region. Four of five CANAMEX states consistently rank among the fastest growing states in the country. The population of the five states has increased 61% in the last twenty years from 6,758,000 to 10,852,000 with most of that growth occurring in Arizona, Nevada and

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<sup>3</sup> 109 STAT. 596 Public Law 104-59 – November 28, 1995

<sup>4</sup> Reporting on the results of stakeholder meetings in all five states, CANAMEX staff and the consultant team synthesized the positive vision of CANAMEX as a “Corridor of Innovation.” Opportunities for innovation had naturally grouped themselves into the three distinct areas described above. The Coalition formally adopted these guiding principles on April 27, 2000. For more information see Attachment 1, Project Overview.

Utah. CANAMEX goes directly through the major urban areas of Tucson, Phoenix, Las Vegas and Utah's Wasatch Front which includes Salt Lake City. With a combined population of 6,860,000, these urban areas represent over 60% of the region's population.

Each of the CANAMEX states is physically large. However, because much of the land area is public lands and Indian reservations, there are unique development challenges that are shared by these states. The following table illustrates this point:

	<b>% Public Lands</b>
Arizona	83%
Nevada	87%
Utah	79%
Idaho	69%
Montana	35% ( <i>estimate</i> )

#### **CANAMEX ECONOMIES**

The CANAMEX states are all in varying stages of transition from natural resource based economies to more high tech and service oriented businesses. Economic growth in Arizona, Nevada and Utah has been faster than the national average driven largely by population, tourism (NV) and manufacturing (AZ, UT). Idaho has experienced good growth following the recession years of the 1980's with increases in services, trade and construction. Montana's employment base has grown at a slightly slower pace than the national average due to declines in the mining industry. Consistent with national trends, all CANAMEX states have enjoyed strong employment growth in service jobs.

Each state in the region shares both tourism and transportation/distribution as important economic sectors. The region boasts some of the most significant destination tourist locations in the world including the national parks of Glacier, Yellowstone, Bryce, Zion and the Grand Canyon. Many concede that Las Vegas, too, is its own unique "natural wonder." Canada has Banff and Lake Louise, while Mexico has the Sea of Cortez, dubbed the "World's Aquarium" by Jacques Cousteau and some of the finest beach destinations anywhere.

International trade is an important focus of the region's economic development activity. While the dollar volume of trade has not increased significantly (see Attachment 2), the components of trade are shifting from mining and agricultural products to higher value electronic items.

#### **TRANSPORTATION INFRASTRUCTURE**

The region's principal north-south interstates (I-15, I-19 and portions of I-10 in Arizona) provide much of each state's north-south connectivity. East-west coverage is significantly better with I-10 and I-40 in Arizona, I-70 and I-80 in Utah and Nevada, I-84 in Idaho and I-90 in Idaho and Montana (see Attachment 1: Project Overview for the corridor map). Major urban highway and traffic management systems are in various stages of development in Phoenix, Tucson, Las Vegas and Salt Lake City.

The region has three main airports serving the major metropolitan areas and a large number of regional ones serving the rural areas. Rural air service is important for both emergency response purposes as well as the economic vitality of those communities off the interstate system.

Rail service in the region has not expanded in recent years and in some areas states has declined. The two major railroads, Union Pacific and BNSF, are more interested in moving their trains through the region than investing in facilities to increase the capacity of cargo shipments in and out of the region. Most rail activities support the various mining operations and automotive industry. Construction materials, manufactured products, agriculture produce and livestock are largely transported by truck.

#### **PUBLIC SECTOR PRIORITIES**

Today, all five CANAMEX states have sitting Republican governors. They are: Jane Dee Hull (AZ), Kenny C. Guinn (NV), Michael O. Leavitt (UT), Dirk Kempthorne (ID) and Marc Racicot (MT).

These five governors genuinely like each other and have similar views on local and national issues. At least one of the CANAMEX states joined the Coalition last year “because Jane asked him to.” The importance and value of this support to the development of the trade corridor cannot be understated. Their commitment to regional cooperation is evidenced by the Memorandum of Understanding-Revision 1 dated December 3, 1999 (see Attachment 2) which committed the parties to work cooperatively on the following objectives:

1. To promote the CANAMEX Corridor for the efficient, seamless and value added movement of people, goods, services and information.
2. To focus their efforts on opportunities in the following areas: transportation technology and multi-modal connectivity, tourism and recreation, telecommunications infrastructure and access, rural economic development and institutional relationships.
3. That funding received for the development of a CANAMEX Corridor Plan under TEA-21 Section 1118 FY 1999 will be utilized to meet the objectives specified in this MOU-1.<sup>5</sup>

Rural economic development, expansion of their high tech sectors and developing a 21<sup>st</sup> Century workforce rank high among these governors’ priorities. The region recognizes that sustainable economic development requires strategic investment in transportation and telecommunications infrastructure, and that competitive participation in the global economy requires a sophisticated and flexible workforce and a customer-oriented state government.

While the region has the predictable number of ten senators, it has only fourteen congressional representatives. With the exception of Nevada where three of out the four

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<sup>5</sup> Memorandum of Understanding – Revision 1 dated December 3, 1999

congressional representatives are Democrats, they are overwhelming Republican in the other states.

### **III. Development of the CANAMEX Corridor**

In 1991, the Morrison Institute for Public Policy at Arizona State University analyzed Arizona's readiness for free trade with Mexico. It determined deficiencies in multiple areas including infrastructure, technical assistance to business, capital availability and public sector leadership. This study stimulated the 1992 Arizona Town Hall on the subject which was followed by a series of regional meetings and trade related studies. The most significant of these was the **1993 Arizona Trade Corridor Study** (mentioned earlier in this paper), prepared by a team of professionals from the public and private sectors for Governor Fife Symington.

The study was significant for three reasons:

1. It documented the early official use of the word CANAMEX to describe the corridor.
2. It advocated the development of the trade corridor to promote a broad range of economic activities, including the establishment of a progressive business climate and supportive communications infrastructure.
3. It defined the CANAMEX route in Arizona, following a rate of return analysis that considered two competing alternatives.

In 1994, representatives from the US CANAMEX states, the Province of Alberta and the Mexican states of Sonora and Baja California Norte met in two formal sessions representing the beginning of regional collaboration. The representatives established the goal of a continuous four-lane highway from Mexico City through Edmonton, Alberta.

Since CANAMEX was already an interstate in Nevada, Utah, Idaho and Montana, Arizona faced a challenge to upgrade its two-lane US 93 to a four-lane highway, and together with Nevada, to address the decades old issue of a new bridge over the Colorado river at the Hoover Dam.

In 1995, Congress officially designated CANAMEX as a high priority corridor (26) in the National Highway System Designation Act of 1995. This designation would make it eligible for corridor funds under TEA-21. The designation also brought the states of Nevada and Arizona closer together as the Hoover Dam Bypass became a focus of their strengthening partnership.

In 1996, 17 western states confirmed that CANAMEX was an important trade corridor as part of their **Western Transportation Trade Network (WTTN) study**.

That same year, Arizona initiated a study focusing on the Mariposa Commercial Port of Entry in Nogales. Later known as the **Arizona Port Efficiency Study** (APES), the original goal of the study was to establish a lead agency for managing the commercial compound in Nogales, also known as Unified Port Management. The study created

conditions for change, specifically the redesign of the Port of Entry that integrated the operations of state and federal inspection teams, developed plans for shared facilities and vastly improved communications.<sup>6</sup>

Meanwhile, at the northern end of the Corridor, the Province of Alberta focused on improving its highway infrastructure and analyzing regulatory impediments to efficient trade. They committed to upgrade their portion of the CANAMEX to four-lane by 2007 with a commitment of \$800 million (Canadian). In 1998, Alberta published the study: ***The CANAMEX Corridor: a Building Block to Western Prosperity***, in which they advocated for the standardization of larger heavier trucks as a mechanism to keep freight costs in the region competitive.

In 1998, Arizona's Governor Hull revived Arizona interest in CANAMEX with her Executive Order 98-7 establishing the Governor's CANAMEX Task Force. Comprised of 24 public and private sector leaders from around the state, the Task Force was charged to provide ongoing guidance to her and develop a strategic plan for Corridor development by December 2001.

One of the Task Force's actions was to secure a Section 1118 National Corridor Planning and Development grant from the Federal Highway Administration. The general purpose of Section 1118 grant program is for "...coordinated planning, design, and construction of corridors of national significance, economic growth and international or interregional trade..."<sup>7</sup> A key element in the application was the Memorandum of Understanding signed by four of the five CANAMEX governors pledging cooperation and resources to develop the CANAMEX Corridor. Once the planning grant was secured and the planning direction for the Corridor clarified, all five CANAMEX states signed a revised Memorandum of Understanding.

In August of 1999, the project manager for the CANAMEX project was hired and each of the CANAMEX governors appointed a public sector delegate and a private sector delegate to represent them on the CANAMEX Corridor Coalition.<sup>8</sup> These individuals guide the development of the Corridor Plan. The public sector individuals are the directors of each state's Department of Transportation. The private sector individuals come from a variety of backgrounds: education, economic development, telecommunications, transportation and public affairs. They are assisted by a Technical Advisory Committee consisting of representatives from each state's Transportation Department and one individual from Federal Highway Administration's Phoenix Office.

The Coalition meets quarterly at locations on the Corridor. A good portion of each meeting's agenda is dedicated to an examination of the host state's issues and corridor related opportunities. Typically, panel presentations include representatives from the local economic development community, tourism, major employers, transportation technology firms, ITS experts and telecommunications industry officials. So far the

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<sup>6</sup> Arizona Port Efficiency Study, September 1997.

<sup>7</sup> See Attachment 5 for the text of Section 1118 and 1119, Transportation Equity Act for the 21<sup>st</sup> Century

<sup>8</sup> The gubernatorial appointees are listed in the Project Overview, Attachment 1.

Coalition has taken tours of the Hoover Dam, INEEL national lab's alternative fuel testing facilities and Salt Lake City's I-15 improvements. To ensure that the multi-state corridor plan truly reflects the region, familiarity of regional issues and opportunities must be enhanced.

#### **IV. CANAMEX Corridor Plan**

One of the first actions taken by the CANAMEX Corridor Coalition was the approval of a Request For Proposals (RFP) for the development of the CANAMEX Corridor Plan. There were several factors that guided the development of the Scope of Work in the RFP and the contract award.

- ◆ Given the shared interest in a plan that evaluated transportation infrastructure in an economic context, it was clear that an integrated team would be necessary.
- ◆ The states did not want to be pitted against each other in a battle for federal funds for specific projects. Therefore, they did not want to see a ranking of projects in terms of their importance.
- ◆ Each state stressed the importance of rural economic development along the corridor and indicated strong interest in expanding the "line on the map" to include a broader region, more relevant to their development needs and priorities.
- ◆ The issue of truck sizes and weights was noted as being potentially divisive to the overall Corridor planning effort.
- ◆ Concern for the integration of both Canada and Mexico was raised.
- ◆ To optimize its usefulness to each of the states, the Corridor Plan should be finished on a fairly tight timetable and not be allowed to drag on and on.
- ◆ Perhaps the most unique desire expressed by the states was that the Corridor Plan be a useful document, one that contains a series of Bold Initiatives that the states can work on to achieve the goals of Corridor development.

In January, 2000, the Coalition awarded the contract to a consultant team led by Economics Research Associates. The other consultant team members are: Wilbur Smith Associates, Public Affairs Management, Comgate Telemangement, Reebie Associates and Gary Doyle, Attorney. This team is engaged in the development of six working papers that will be incorporated into an integrated Corridor Plan in early 2001. There is a close, iterative relationship between the six tasks below, which is why they are being developed as working papers and not standalone work products.

##### Task 1: The Corridor Inventory

The task requires the development of an economic inventory (foreign trade zones, key regional assets, economic trends) in addition to an analysis of the assets and deficiencies of the telecommunications and multi-modal transportation infrastructure in the region.

##### Task 2: Public Participation

The purpose of this task is to define CANAMEX stakeholders; inform and educate the public and obtain feedback on the plan. This is being done with a variety of tools including: stakeholder meetings in each state, a CANAMEX website with links to each



state Department of Transportation and other relevant sites, public meetings, publication of a project overview and plan summary. Native American consultations and an examination of potential environmental justice populations and issues are also part of this task.

### Task 3: Economic Impact

Using the transportation base case developed as part of the inventory (defined as existing infrastructure plus programmed improvements), an alternative case will be developed and the economic impact measured. The planning horizon for this study is thirty years. An essential part of this task is the economic impacts on key business sectors of the infrastructure improvements and of a series of defined Bold Initiatives that are part of Task 6.

### Task 4: Emerging Technologies

In this section, the impact of technology is analyzed in three distinct areas: the effect of emerging technologies on the Corridor's economy which includes issues like e-commerce and increased globalization; emerging technologies relevant to address Corridor infrastructure deficits which describes the continuing revolution in the telecommunications industry, and emerging wireless and new fiber capacity; and technology applications for transportation challenges specifically as they relate to intelligent technology systems, commercial vehicle operations and highway capacity enhancements.

### Task 5: Financing Strategy

This task requires the identification of both public and private resources for the identified project including strategies and mechanisms for securing the necessary funding.

### Task 6: Recommendation of Initiatives

In this task, the consultant team is required to identify material impediments to trade flows and make recommendations on how they can be addressed. Opportunities for regulatory harmonization, activity at the international borders and environmental "fatal flaws" are specifically mentioned. Also, this section identifies the Bold Initiatives that represent a regional commitment to joint problem solving and a proven economic benefit. The challenge embedded in the Bold Initiatives is that if they are truly Bold, it may be difficult to achieve consensus on the Corridor Plan. If they are not truly Bold, their impact will be difficult, if not impossible, to measure.

One word about the Bold Initiatives: These are being developed now. They will likely include targeted activities for a Smart Commercial Vehicle Corridor and a Smart Tourism Corridor. There will also be opportunities to advance alternative fuels and telecommunications backbone along the north-south CANAMEX axis..

The draft of the Corridor Plan will be available in January 2001, at which time public meetings will be held in each of the five states. If all goes well, the multi-state Coalition will approve the final Corridor Plan in April 2001.

## **V. Challenges to Corridor Development**

### **FUNDING**

Trade and transportation corridors are under funded. Opportunities to obtain federal funding are limited to the Corridors and Border Program (Section 1118/1119 TEA-21) which is heavily earmarked. Last year over \$2 billion in projects competed for \$124 million, \$60 million after earmarking.

The reality is that every state is involved in multiple regional compacts and associations, and each one competes for the state's financial and human resources. The true Task 1 for CANAMEX must be to establish the economic case for the development of this trade and tourism corridor, and to do it in such a way that the states themselves commit to investing in its future. When there is region-wide support for Corridor goals, projects and issues, then there will be a higher priority assigned to the necessary resources, both human and financial, to ensure implementation.

### **RAILROADS VERSUS TRUCK INDUSTRY**

The rail industry needs to become a full partner in the transportation industry. Without them, the freight transportation challenge becomes more complicated. The bickering over truck sizes and weights is a good example of an issue that has become an excuse not to sit down together.

### **PILOT PROJECTS**

There appears to be a tendency to fund pilot projects, and there is often no funding available to take the next steps. Measures associated with pilots tend to be related to management of the pilot itself and not the broader, longer-term goals. Do we ever really know if costs to business are reduced, or if crashes were minimized? One year is not enough time to produce measurable results that evaluate safety impacts, lower costs to business or the value of increased economic development (trade and tourism). What is the mechanism for identifying those truly successful projects and facilitating them to be implemented on a broader scale?

### **TELECOMMUNICATIONS INFRASTRUCTURE**

The development of fiber backbone in rural areas requires participation from both the public and private sectors and the local public utility commission. The backbone ensures technology solutions to transportation challenges, such as traffic congestion, weather and incident management reporting systems can be implemented state-wide. Furthermore, this levels the playing field for rural areas in terms of state-wide development objectives.

### **NAFTA TRUCKING**

The uncertainty surrounding the issue and the timing of full implementation of the NAFTA trucking regulations complicates planning at the southern ports of entry. What is the space requirement for truck inspection and enforcement activities? What happens when NAFTA trucking is implemented? Will there be time and funding to develop sufficient infrastructure to accommodate the increase in international truck traffic? It is important to recognize that the need is not only for adequate physical infrastructure, but

also process improvements to expedite the cargo, individuals and conveyance through the ports of entry.

## **VI. Summary and Conclusions**

Development of a Trade Corridor requires considerable patience and a long term view. As the CANAMEX experience has shown, there is a need to prove the concept again and again. The Mexican devaluation, the alternative investment opportunities in the US, the Asian Economic Flu, authorization of TEA-21 and re-authorization of whatever is coming next are factors that have significant effects on the pace and development of the CANAMEX Corridor.

CANAMEX has been assisted by the involvement of the Governors and their staffs. This has been accomplished by the warm personal relationships, consistent policies and values of the sitting CANAMEX Governors. **Participation by the private sector is invaluable** to such an effort for the vision, energy and direction they bring to the effort. Their fresh perspective and willingness to take risks are essential ingredients for any bold action.

CANAMEX has also been helped by virtue of the fact that no one state dominates the region economically. While Arizona is the largest state in terms of its population and economy, it does not overwhelm its neighbors like a New York, Texas or California does. This helps to maintain credibility of the effort.

It is vitally important that each participant in this effort acts openly in its own best interest. At the beginning of this process, it was stated and restated that not all CANAMEX initiatives have equal value to each state. There may be international border issues that are important to Montana and Arizona, and winter road issues that are important to Montana, Idaho and Utah. Hoover Dam and Colorado River issues will be of greater interest to Arizona and Nevada. While all states must approve the CANAMEX Corridor Plan, all states do not have to support each initiative equally.

Overall, each state must feel that it has benefited from being a part of the Coalition for regional collaboration to continue. The issue before the CANAMEX states is how this cooperation will continue once the federal grant supporting the Corridor Plan runs out. It is an issue that the CANAMEX Corridor Coalition will begin to address this fall, with discussion continuing through the Spring when the Plan is published. With the economic case for the plan elements behind us, the states will decide together the form of continued organization and support..



# CANAMEX

## Corridor of Innovation



### CANAMEX CORRIDOR COALITION

In 1999, the five U.S. CANAMEX Governors signed a Memorandum of Understanding outlining their intent to work together to focus on opportunities for economic development and transportation efficiency in the CANAMEX Corridor. The CANAMEX Governors appointed one private sector and one public sector representative to participate in the CANAMEX Corridor Coalition. This Coalition and the Executive Director of the CANAMEX Corridor Project have the responsibility of preparing the development of the CANAMEX Corridor Plan, which will serve as a blueprint for key actions and initiatives to be undertaken in the corridor.

### CANAMEX PLAN

The CANAMEX Corridor Coalition is working with a team of consultants led by Economic Research Associates to inventory corridor infrastructure, analyze economic trends, assess impacts of future development over 30 years, and make recommendations to improve the CANAMEX Corridor. The planning process will include discussions with community leaders in each state. The plan will be finalized in early 2001.

### CANAMEX Provides Opportunities For Innovation

- Safe and efficient multi-modal transportation networks
- Enhanced global competitiveness which requires quality education, accessible telecommunications infrastructure and appropriate regulatory environment
- Shared commitment to the region's quality of life

#### CANAMEX Development

The U.S. Congress designated CANAMEX as a high priority Corridor in 1995.

Mexico's Five Year Plan designated Highway 15 (CANAMEX) as a high priority Corridor.

Canada allocated CAN\$ 1 billion to CANAMEX development through 2007.

#### CANAMEX Corridor Coalition

##### Arizona

*Mary Peters* Director, Arizona Department of Transportation

*Peter Woog* Private Sector Representative

##### Idaho

*Dwight Bower* Director, Idaho Transportation Department

*Dr. Richard Bowen* President, Idaho State University

##### Montana

*Jim Currie* Deputy Director, Montana Department of Transportation

*Jay Foley* President & CEO, Diversified Transfer & Storage

##### Nevada

*Jeffrey Fontaine* Deputy Director, Nevada Department of Transportation

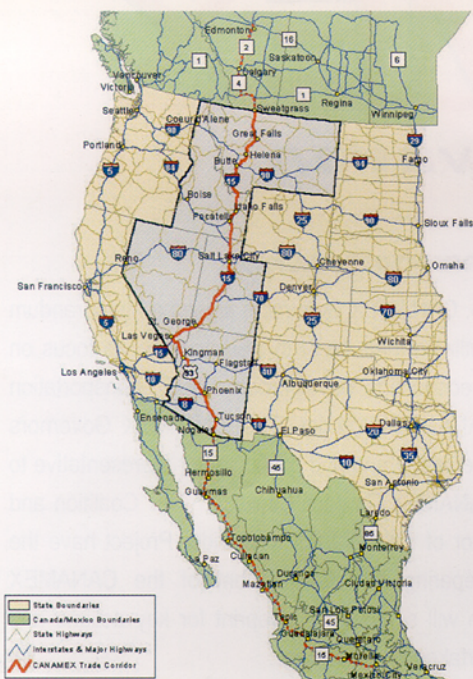
*Tom Skancke* President, The Skancke Company

##### Utah

*Tom Warne* Director, Utah Department of Transportation

*Dan R. Eastman* President, Eastman and Company





## CANAMEX

CANAMEX means much more than simply a line on a map, or a specific highway. The benefits for the CANAMEX region extend well beyond the physical highway. CANAMEX is a broad concept that is intended to foster trade and provide an opportunity for accelerated economic development throughout the region, including rural economic development. Additionally, CANAMEX will require superior multi-model connectivity and telecommunications, which will encourage the creation of high-skill, high-wage jobs.

The CANAMEX Corridor is intended to provide physical commercial infrastructure, trade enhancements and business and social linkages throughout the region. The ranges of economic opportunities will vary from state to state, but may include expansion of professional services, high tech industries, recreation, tourism and transportation related industries.

## TRADE CORRIDOR

A Trade Corridor is a geographically designated area that facilitates the movement of goods, services, people and information across national and international borders. CANAMEX is a north-south trade corridor that encompasses a broad region in the western United States, Canada and Mexico. In the United States, the CANAMEX region includes Arizona, Nevada, Utah, Idaho and Montana. Running through this region is the CANAMEX Corridor. When complete, CANAMEX will be a continuous four-lane highway that travels from Mexico City, Mexico through Edmonton, Canada. The CANAMEX Corridor in the United States includes I-19 in Nogales, Arizona to I-10 in Tucson, Arizona to Phoenix and US 93 (Phoenix) to I-15 in Las Vegas, Nevada and continues up I-15 through Utah and Idaho to Sweetgrass, Montana.

### CANAMEX Corridor Coalition Meeting Dates

January 20, 2000	Las Vegas, NV
April 27, 2000	Idaho Falls, ID
July 20, 2000	Salt Lake City UT
October 19, 2000	Great Falls, MT
January 18, 2001	Nogales, AZ
April 19, 2001	Phoenix, AZ

### CANAMEX CORRIDOR PLAN SCHEDULE

Stakeholder interviews in five states	April 2000
Draft Working Paper: <i>Inventory of Transportation &amp; Economic Infrastructure; Emerging Technologies</i>	July 2000
Draft Working Paper: <i>Economic and Development Opportunities, Financing Options and Policy Initiatives</i>	October 2000
Draft CANAMEX Corridor Plan, released for public comment	November 2000
CANAMEX Corridor Plan Final Report	March 2001

For more detailed information please refer to the CANAMEX website at [www.canamex.org](http://www.canamex.org) or contact Carol Sanger via e-mail at [csanger@dot.state.az.us](mailto:csanger@dot.state.az.us)